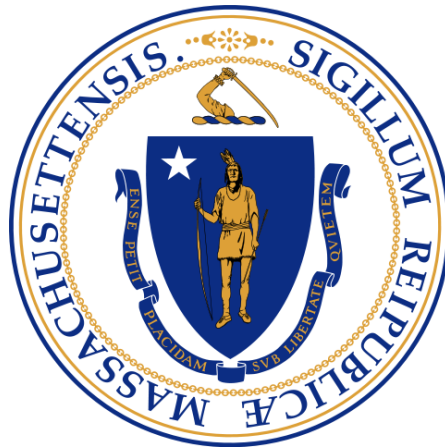


Massachusetts Board of Library Commissioners

The Executive Office for Administration and Finance
Commonwealth of Massachusetts



Performance Report
Fiscal Year 2014

Dianne L. Carty
Director

Introductory Letter from the Director

I am pleased to present the FY2014 report of the Massachusetts Board of Library Commissioners (MBLC). As Acting Director from March 2013 to May 2014 and currently the Director, I work closely with the accomplished and effective staff at the MBLC. The staff at MBLC continues to advance the goals of the Board of Library Commissioners, always with the mission of the agency in the forefront of our activities.

In the Performance Narrative are the updates on our actions relative to the goals of the agency.

As I said in our FY2013 report, it is an honor and a pleasure to serve as the Director of the Massachusetts Board of Library Commissioners.

The Massachusetts Board of Library Commissioners (MBLC) is the agency of state government with the statutory authority and responsibility to organize, develop, coordinate and improve library services throughout the Commonwealth. The Board advises library trustees and municipal officials on the operation and maintenance of public libraries, including construction and renovation. It administers state and federal grant programs for libraries; promotes cooperation among all types of libraries through the Massachusetts Library System (MLS), the Library for the Commonwealth and automated library resource sharing networks; and arranges for talking book and related services for blind and disabled residents. It also works to ensure that all residents of the Commonwealth, regardless of their geographic location, have access to essential new electronic information technologies and electronic databases.

Massachusetts was the first state to establish an agency of state government to guide the development of library service. Founded by statute in 1890, the Board of Library Commissioners oversaw the start of 100 public libraries in its first decade of work. Today, 350 of the state's 351 cities and towns have public library services. The Board has nine volunteer members appointed by the Governor who set policy for the agency and hire the director. The agency has a staff of 22 FTE's.

Dianne L. Carty
Director, Massachusetts Board of Library Commissioners

MISSION

The Massachusetts Board of Library Commissioners is the state agency that supports, improves and promotes library services throughout the Commonwealth. We seek to provide every resident of Massachusetts with equal opportunity to access information resources that will satisfy individual educational, working, cultural, and leisure-time needs and interests, regardless of an individual's location, social or physical condition, or level of intellectual achievement.

VISION

Every resident of Massachusetts has the information resources required to participate in our democracy and lead a secure and productive life.

Please send feedback
regarding this report to:
dianne.carty@state.ma.us

Achievements

The Massachusetts Board of Library Commissioners (MBLC) is committed to ensuring all Massachusetts residents have access to quality library services. Over the past years, the MBLC has enhanced its operations to improve access and service delivery. Several of its major achievements are highlighted below:

- Residents of Massachusetts can directly borrow materials from any public library in the Commonwealth at no cost through the State Aid to Public Libraries program.
- Through library networks and the virtual catalog, residents can locate resources they need and request them for pick up at their local library. Requested materials are delivered, often within two days, through the delivery system operated by the Massachusetts Library System (MLS).
- Residents across the state have easy online access to consumer and scholarly journals and their back files, Boston Globe, NY Times and Encyclopedia Britannica through a partnership of the MBLC and MLS. A single statewide contract saves local libraries \$90 million annually.
- All residents have access to ebooks through their library network, statewide eBook platform or through the Library for the Commonwealth (Boston Public Library).
- Blind, legally blind and disabled residents can receive digital and/or download talking books, described videos, large print books and voice synthesized daily newspapers through the Perkins and Worcester Talking Book Libraries.
- Residents rely on their public libraries for disaster relief when an emergency strikes their community. The Agency provides information resources and support services to libraries throughout the Commonwealth in partnership with the Massachusetts Emergency Management Agency (MEMA) and the Federal Emergency Management Agency (FEMA). More than 250 libraries have been surveyed and over 200 have been determined suitable for Disaster Recovery Centers (DRC).

- Parents and caregivers can readily find nearby libraries that offer story times and programs for infants through preschoolers in the Directory of Early Literacy Programs on mass.gov/libraries.
- Libraries serve as welcome centers for new Americans offering English language and citizenship classes. This information is easily accessible through Mass.gov/libraries.
- The Massachusetts Library System saves libraries millions of dollars annually through purchasing cooperatives for library materials and supplies.
- The Massachusetts Library System keeps library staff current on everything from best practices for library operations to the latest technologies used by patrons.
- The statewide summer reading program helps over 350,000 students maintain their reading skills during the summer months.
- The Massachusetts Public Library Construction Program has provided grants for 177 projects to renovate and expand existing libraries or build new library facilities in communities statewide.

Challenges

Today's public library is so much more than a source of books. It is an early literacy center, a community meeting place, a center of civic engagement, an internet access point, a computing center, a disaster recovery center, an access point for e-government, a center for job seekers, a health information provider, a welcome center for new Americans, and much more. The challenge is to improve the funding of local public libraries so that they can meet the demand for these services. This improvement can come through the State Aid to Public Libraries program, a program to incent municipal support for libraries.

The growing market for eBooks is now affecting libraries. The challenge is to find ways to provide eBooks, streaming, and downloadable media to our users by leveraging our existing infrastructure to make this as affordable for libraries and as easy to use for patrons as possible. The eBook pilot project, expanded to a Beta phase and made possible through the collaboration and funding of MLS and the MBLC is making statewide eBook and eContent availability a reality.

Decades of planning and funding by the MBLC has made our system of automated library networks essential to the operation of public and academic libraries in the state. However, residents of communities whose library does not belong to an automated library network do not have equal access to library services. The challenge now is to bring the remaining public libraries in smaller communities into these library networks and to find ways to bring the benefits of networking to school libraries. Through increased funding for the Small Libraries in Networks program and a reconfiguration of the program, more of the libraries serving smaller communities will be able to provide their residents with the equal access that they deserve.

Most people use smart phones or tablets to access information and they expect to find all information via mobile services. Thus another challenge is to open access to libraries and library resources through mobile devices. We are currently examining options to provide access through mobile devices.

Massachusetts libraries hold unique historic and cultural resources that are unavailable or inaccessible unless the user is onsite. The challenge is to digitize these resources so that they are readily available to users via the Web. Through state funding, the Boston Public Library, as the Library for the Commonwealth, is able to provide digitization services to public libraries that request it. The Commonwealth's historical treasures are now becoming increasingly available to residents.

There are at least 150,000 Massachusetts residents who are blind, legally blind or disabled who cannot use physical books. The challenge is to provide talking book services that meet their needs and to promote these services to reach all potential users. The Talking Book programs continue to innovate and reach out to potential users and incorporate the new technology so necessary to their users' needs.

New media and the likely decline of the physical book as the centerpiece of the public library bring questions about how to design public libraries for the 21st century. The challenge is to properly assess the impact of these changes and to incorporate new guidelines into future public library construction grant rounds. The agency staff is anticipating a new construction grant round with the recent signing of the capital bond bills and revised regulations will reflect the impact of the needs of new facilities.

Goal 1: Deliver more efficient shared services

One of the initiatives under this goal was to increase the number of small libraries that are members of automated resource sharing networks. Small libraries are defined as those serving municipalities of less than 10,000 in population. Through our 'Small Libraries in Networks Program', the MBLC helps with fiscal support so that small libraries may join these networks. Currently 131 of 176 public libraries in municipalities with a population under 10,000 benefit from the program. An additional 15 libraries are in another MBLC sponsored program MassCat. [MassCat is a resource sharing network for school, medical, law, special and small public libraries. It offers circulation, cataloging, ILL, acquisitions and serials management from an easy to use, completely Web-based system.] This means that 85% of the Commonwealth's libraries have some form of automation.

Another program under this goal is the Summer Reading Program. Historically a popular public library program, the FY2014 program reached another all-time participation high. Through collaboration with the Massachusetts Library System and a partnership with the Boston Bruins, the MBLC coordinates the statewide summer reading program. The partnership with the Boston Bruins, developed and cultivated by an extremely effective MBLC staff person has catapulted the summer reading program beyond what we thought possible. In the last few years it has been expanded to include young adults and adults, in addition to the traditional programs for children. Participation in 2014 was up almost 400 from 379,000 in 2013. Additionally over 400,000 attended in-library programs.

Goal 2: Enhance the role of libraries as community centers

Libraries designated as Ports in the Storm or as FEMA-designated Disaster Recovery Centers, serve residents following a gubernatorially or presidentially declared disaster. The number of residents served increased from 364 in FY2012 to 4,500 in FY2013 and FY2014. This was accomplished through expanded outreach on the part of MBLC staff to the library community.

Goal 3: Improve access to all library services for all residents of the Commonwealth

The State Aid to Public Libraries, a central program of the MBLC, is awarded annually to those municipalities and their libraries that apply and meet statutory and regulatory requirements. Not every municipality, however, applies for state aid. In FY2013 the highest number of applicants and municipalities were certified to receive state aid, 334. This number was maintained during FY2014. Workshops are held throughout the state annually to assist with the application process and three years ago a web-based data management system was made available to librarians to ease the data collection and report process.

Goal 4: Enhance the quality of library services

The Massachusetts Public Library Construction Program (MPLCP) has for 25 years been the jewel in the crown of the MBLC programs. MPLCP was first funded by a state bond authorization in 1987. Since then, the MPLCP has helped build 51 new library buildings and 126 addition, renovation, and conversion projects. In FY2014, 17 new or renovated public library construction projects were underway.

Goal 5: Improve agency customer service

The agency continues to employ social media to interact with the public. Flickr, Pinterest, Twitter and YouTube have been added and used by staff to reach out to customers. The Consumer Portal and Newsroom represent the agency presence on the web for residents and librarians. In addition to the agency website, they provide access to the necessary program information and advisory information and tools for the public and for librarians.

Performance Dashboard

STATUS
LEGEND



=>
Target



=> 75% to <99%



< 75% of
Target

NA

Not Applicable






Deliver more efficient shared service

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Number of libraries participating in the statewide eBook system	NA	NA	51	NA	NA	NA	Current data is FY14. There are 51 libraries in the pilot project to begin in FY14 which represents 3% of MLS members.
Number of eBooks available	162,570	155,597	178,257	Improving	175,000		Data compares FY12, FY13 and FY14. Variance in numbers due to ways ebook vendors sell licenses.
Percent of small libraries in an automated resource sharing library network	72%	75%	76%	Improving	75%		Data compares FY12, FY13 and FY14. Four libraries joined the networks in FY13, West Tisbury Free Public Library, Chilmark Free Public Library, Aquinnah Public Library, Warwick Free Public Library. Program was frozen in FY14 but we expect additions in FY15 as program has been reformulated.
Number of items lent through the virtual catalog	66,008	80,374	54,363	Worsening	75,000		Data compares FY12, FY13 and FY14. Drop expected due to library system migrations during FY14. There is expected to be a decrease for 2 years during the transition period from an old to a new system.
Number of licensed database user sessions	8,956,113	10,377,035	12,467,333	Improving	9,000,000		Data compares FY12, FY13 and FY14.
Number of summer reading participants	336,141	379,000	379,391	Improving	350,000		Data compares FY12, FY13 and FY14.





Enhance the role of libraries as community centers




Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Number of residents served by public libraries that have been designated as Ports in the Storm or as FEMA-designated Disaster Recovery Centers (DRC) following a gubernatorally or presidentially declared disaster	364	4,500	4,500	Stable	2,000		Data compares FY12, FY13 and FY14.
Community engagement projects as a percent of total projects	100%	64%	53%	Worsening	100%		Data compares FY12, FY13 and FY14. Reductions in federal funding limited projects that could be supported; each year a number of applications are anticipated, sometimes the actual number of applications does not meet the expected number.

Improve access to all library services for all residents of the Commonwealth



Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Number of visitors per year to the MBLC web page	NA	406,299	456,115	Improving	420,000		Data compares FY13 and FY14. This measure refers to the consumer-facing "portal" at libraries.state.ma.us (mass.gov/libraries).
Number of Facebook likes	NA	227	465	Improving	300		Data compares FY13 and FY14.
Percent of municipalities certified in the State Aid to Public Libraries program	97%	98%	98%	Stable	100%		Data compares FY12, FY13 and FY14. Not all municipalities apply for State Aid annually. All municipalities annually receive a direct mailing (if there is a library) with information and an application for state aid.
Number of blind and disabled residents served	27,106	27,080	27,199	Stable	27,000		Data compares FY12, FY13 and FY14.
Number of items circulated through the talking book programs	641,427	648,749	672,945	Improving	648,000		Data compares FY12, FY13 and FY14.




Enhance the quality of library services

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Number of attendees at MBLC and MLS training programs	4,831	5,543	5,508	Stable	5,000		Data compares FY12, FY13 and FY14. Training figures include participants of online training.
Number of available digitized items	23,103	35,825	55,896	Improving	30,000		Data compares FY12, FY13 and FY14. 186 unique libraries and museums are participating in this project.
Number of new or renovated library construction projects underway	11	17	17	Stable	19		Data compares FY12, FY13 and FY14. The number of projects that went forward was determined by the FY13 capital budget which covers projects in the pipeline and new projects offered provisional grant awards as well as the ability of municipalities to secure local matching funds for a major capital improvement projects.
Number of grants awarded for the Customer Service in the Digital Age program	NA	7	6	Worsening	10		Data compares FY13 and FY14. New grant program - prior period data unavailable; Reduction in federal funding limited the number of grants that could be supported; some of the concepts behind the grant needed to be fine-tuned.

STATUS LEGEND		=> Target		=> 75% to <99%		< 75% of target	NA	Not Applicable
----------------------	---	-----------	---	----------------	---	-----------------	----	----------------

Improve agency customer service

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Number of page views on the online Newsroom	NA	8,277	7,741	Worsening	10,000		Data compares FY13 and FY14. The purpose of the Newsroom is to provide librarians with information, brochures, and other resources that they may use in support/to promote MBLC funded programs, projects and initiatives.
Number of page views on the MBLC website	NA	675,729	669,350	Worsening	NA		Data compares FY13 and FY14. This measure refers to the agency website at mbcl.state.ma.us (mass.gov/mbcl). We plan on setting a target in FY15 as we now have baseline data.
Percent of librarian survey respondents reporting a positive customer service experience with MBLC	NA	NA	NA	NA	NA	NA	Staff reductions have put this project on hold.

STATUS LEGEND		=> Target		=> 75% to <99%		< 75% of target	NA	Not Applicable
------------------	---	-----------	---	----------------	---	-----------------	----	----------------

Looking Forward

During FY2015 the review of one of our major programs—State Aid to Public Libraries--will begin. Working with staff from the Collins Center, a White Paper will be issued by January 2015. The State Aid Advisory Committee, appointed by the Board of Library Commissioners will then react to the paper and present their result to the Board. The program has been reviewed three times in the last 20 years and we are looking for this review to advise the Board regarding a 21st Century State Aid program.

As the state library development agency, we are also exploring our technological outreach through social media and more traditional online web sites. We continue to refine our consumer portal for residents to access statewide resources and services. <http://libraries.state.ma.us/> Our Newsroom is continuously updated and is rich with resources for librarians. <http://mblc.state.ma.us/newsroom/> Finally, our MBLC agency website is undergoing review and will be completely redesigned in the next year. <http://mblc.state.ma.us/>

With the formation of a Statewide Resource Sharing Committee appointed by the Board several years ago, three distinct projects emerged.

- An eBook/eContent project—to offer eResources to residents statewide.
- A project to procure a ‘discovery platform’ so that residents could do one-stop shopping for eContent.
- A project to develop a statewide library card for residents to use.

We are currently undertaking all three projects and are excited about the possibilities even amid the rapidly changing technological landscape.

One last area of study and development for us is a strategic plan for the agency. In the next year we plan a total review of our programs and services. We will prioritize and redeploy staff as needed. As we begin this plan for the future of libraries in Massachusetts we are looking forward with enthusiasm to the challenges and opportunities ahead.

Measure Descriptions

GOAL	MEASURE	DESCRIPTION
Deliver more efficient shared service	Percent of libraries participating in the statewide eBook system	This measure tracks the percent of libraries subscribing to a platform that serves eBooks to their residents. A pilot project is expected to launch in FY14.
	Number of eBooks available	This measure tracks the total number of eBooks available statewide.
	Percent of small libraries in an automated resource sharing library network	This measure tracks the percentage of small libraries in an automated resource sharing library network.
	Number of items lent through the virtual catalog	This measure tracks the total number of items lent through the virtual catalog.
	Number of licensed database user sessions	This measure tracks the total number of user sessions on licensed databases. Licensed collections of searchable content include magazines, scholarly journals, reference books, encyclopedias, newspapers, videos, and images from commercial, educational and association publishers. Coverage dates vary from vol. no. 1 to the present. Statewide licensed databases are accessible to all Massachusetts residents from their libraries, homes, and anywhere they have access to the Internet, including mobile devices.
	Number of summer reading participants	This measure tracks the total number of participants in summer reading programs reported by participating libraries.
Enhance the role of libraries as community centers	Number of residents served by public libraries that have been designated as Ports in the Storm or as FEMA- designated Disaster Recovery Centers (DRC) following a gubernatorially or presidentially declared disaster	This measure tracks the total number of residents served by public libraries that have been designated as Ports in the Storm during and after or as FEMA- designated Disaster Recovery Centers (DRC) following a gubernatorially or presidentially declared disaster.
	Community engagement projects as a percent of total projects	This measure tracks the percent of community engagement projects as a percent of all library grant projects.

GOAL	MEASURE	DESCRIPTION
Improve access to all library services for all residents of the Commonwealth	Number of visitors per year to the MBLC web page	Total visitors per year to the MBLC web page.
	Number of Facebook likes	Number of Facebook likes.
	Percent of municipalities certified in the State Aid to Public Libraries program	This measure tracks the percent of municipalities certified in the State Aid to Public Libraries program. The State Aid program (MGL 78:19A&B) provides incentives for municipalities to meet minimum standards of service.
	Number of blind and disabled residents served	This measure tracks the total number of active borrowers of the Perkins and Worcester talking book programs.
	Number of items circulated through the talking book programs	This measure tracks the total number of items circulated by Worcester and Perkins through the talking book programs.
Enhance the quality of library services	Number of attendees at MBLC and MLS training programs	This measure tracks the total number of attendees at MBLC and MLS training programs for staff, trustees and friends.
	Number of available digitized items	This measure tracks the total number of digitized items available through the Library for the Commonwealth (Boston Public Library).
	Number of new or renovated library construction projects underway	This measure tracks the total number of new or renovated public library construction projects underway.
	Number of grants awarded for the Customer Service in the Digital Age program	This measure tracks the total number of grants awarded for the Customer Service in the Digital Age program. These grant-funded projects will help libraries with traditional customer service and expand the concept into the world of social media and online use.
Improve agency customer service	Number of page views on the online Newsroom	Number of page views on the online Newsroom.
	Number of page views on the MBLC website	Number of page views on the MBLC website.
	Percent of librarian survey respondents reporting a positive customer service experience with MBLC	This measure tracks the percent of librarian survey respondents reporting a positive customer service experience with MBLC. MBLC will conduct a random survey of librarians throughout the Commonwealth to solicit feedback on its customer service in FY2014.

Noteworthy Changes, Additions or Deletions

No noteworthy changes, additions or deletions.